Neighborhood Cluster 4

District of Columbia Strategic Neighborhood Action Plan
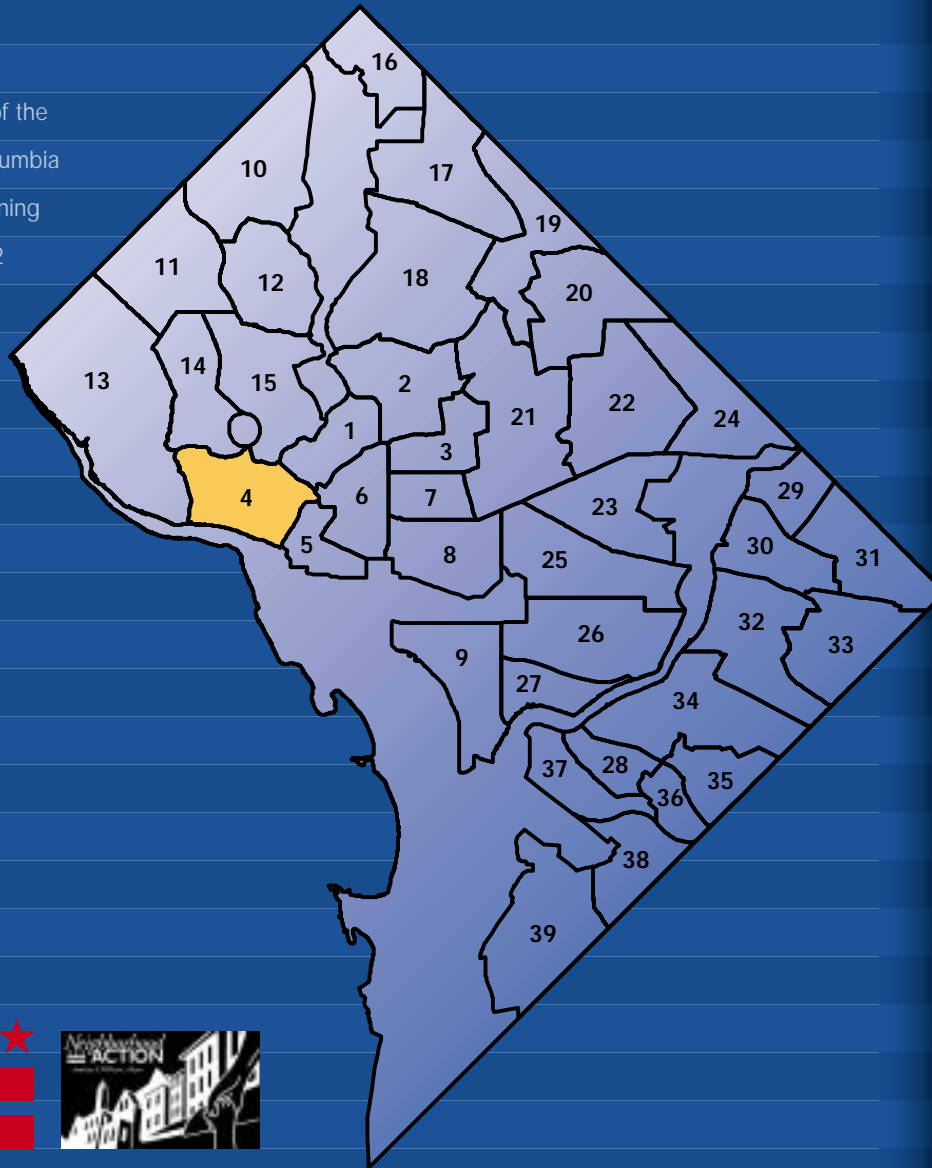
Burleith/Hillandale
Georgetown

Acknowledgments

Cover: Residences and corner store on P Street NW

Table of Contents

Letter From the Mayor

Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Letter From the Director

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.
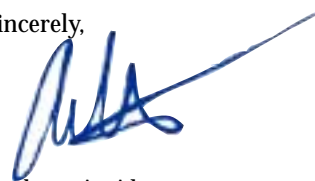
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner, Chris Shaheen, helped develop this SNAP and will continue to work in your neighborhoods. Specifically, he will work with the Department of Transportation to help coordinate a traffic study in your Cluster, as well as work with residents and municipal agencies to implement plans for Rose Park. In addition, my office will help to retain the character of your Cluster's historic district and sites by hiring one additional building inspector to work in historic districts in FY2002 and two additional staff members to review construction in historic districts in FY2003.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,

Andrew A. Altman
Director, Office of Planning

Introduction

Neighborhood *Action*

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of Neighborhood *Action*. The mission of Neighborhood *Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. Neighborhood *Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of Neighborhood *Action*, the Neighborhood *Action* Triangle was created— three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the Neighborhood Service Initiative, the Neighborhood Outreach Program, and the Neighborhood Planning Initiative. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, "coffee with the Mayor," and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped develop this plan with the Neighborhood Planning Initiative located in the DC Office of Planning (OP).

The SNAP is part of Neighborhood *Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.

Neighborhood Planning

Neighborhood Service

Neighborhood Outreach
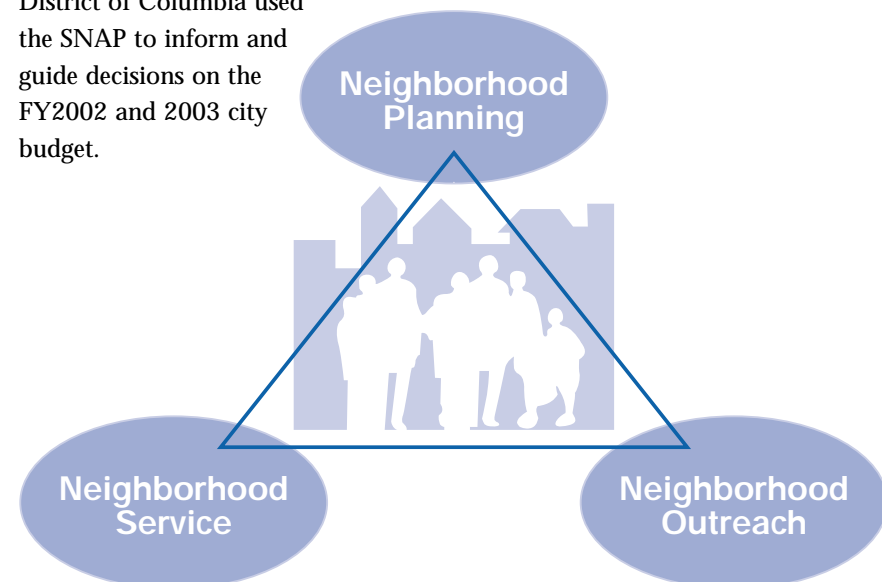
Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals for a 2-year period. Through a series of community workshops and task force meetings, community stakeholders identified the priority areas of the Cluster 4 SNAP: Government Services and Accountability, Incompatible Growth/Use Management, and Traffic and Parking. These three priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 2 plan. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood *Action*.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work

with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, "How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?" While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the

Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the "District of Columbia Comprehensive Plan": General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 2 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 2 over 5 years (1999–2004) and highlights eight areas of focus. For Cluster 4, which covers Georgetown, Burleith, and Hillandale, it identifies the following specific community concerns: public safety, development and traffic effects on residential areas, and the conversion of residential property to group houses.

A Message From Your Neighborhood Planner

As your Neighborhood Planner, my job has been to guide residents and stakeholders of Cluster 4 through a neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities to help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced the first Strategic Neighborhood Action Plan. This could not have been completed without the commitment of citizens in this Cluster, who gave their time and effort to this initiative.

Representatives from a wide range of citizen and civic associations and community groups participated in this process. All participants brought a level of expertise to a number of subjects and specific interests. This expertise is reflected in the high level of detail and specificity in the SNAP. For community groups and institutions that were unable to join us in this process, there is still time to take part by helping to address and to resolve some of the issues articulated in this document. In cases where the city commits to an action, opportunities will be provided for participation.

The residents of Cluster 4 have a history of addressing problems on their own, often organizing and prodding the District to take action. Residents have spent countless hours analyzing parking conditions on neighborhood streets and have committed to working with the city to improve conditions in Rose Park. For those of you who did not believe that the time had come when your government would assist you as a willing partner, I hope that you see that things are changing. Although we have a long way to go, this document is proof that your government is changing to better serve you and your neighbors, as well as provide a tool with which to hold us accountable.

I would like to recognize the commitment and dedication of those who participated in this planning process. They were active throughout the effort, reviewing and fine-tuning many elements of the draft SNAP. I look forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To help you better understand what makes your Neighborhood Cluster special, the following sections describe both the positive and negative conditions found in your community, including its physical characteristics, its demographics, and the recent activity in your neighborhood.

Chris Shaheen
Neighborhood Planner, Cluster 4

State of the Cluster

2

Cluster 4: Burleith/Hillandale, Georgetown
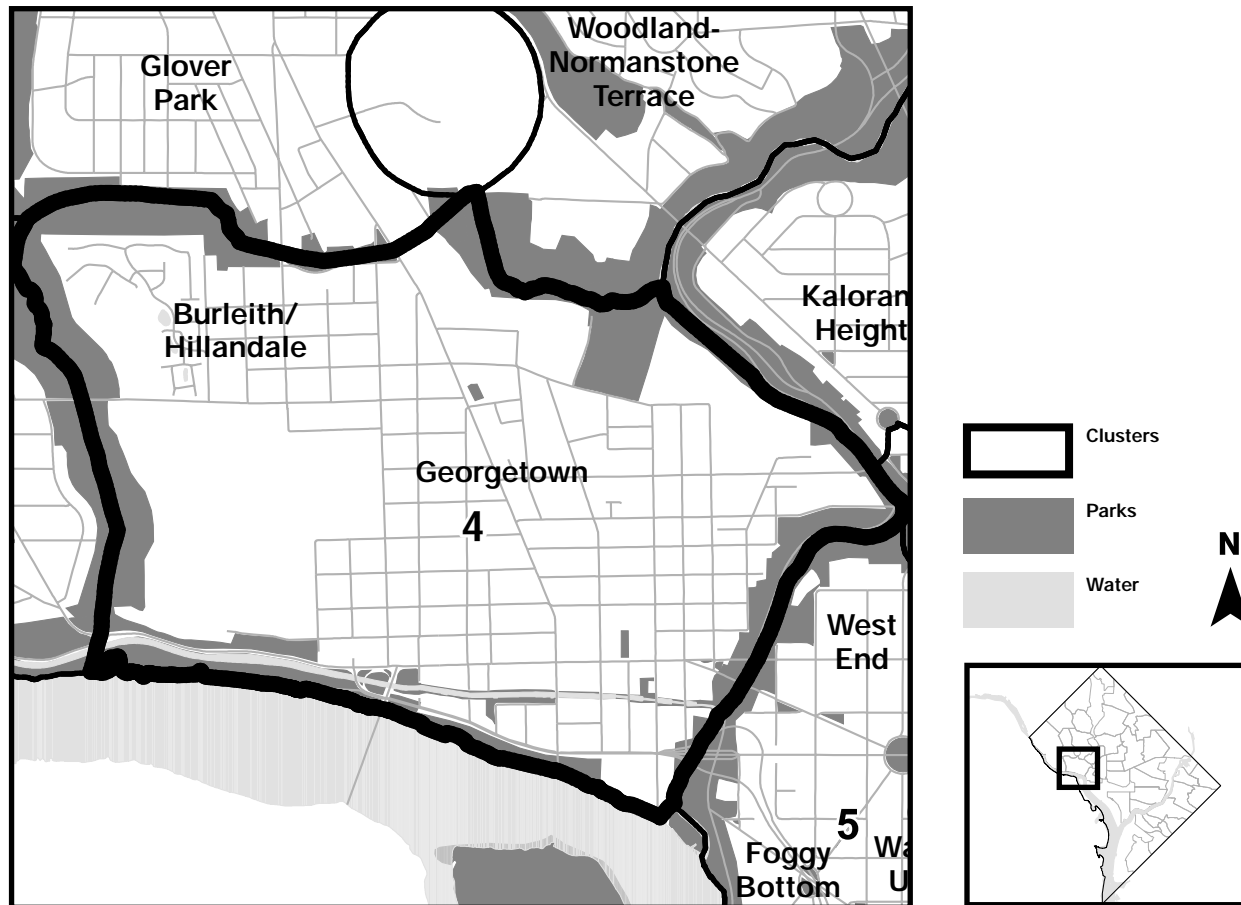
Cluster 4 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 4. Your Neighborhood Cluster is shown on the map to the left and includes the following neighborhoods:

➤ Burleith/Hillandale

➤ Georgetown

Citizens in these neighborhoods developed this Cluster 4 SNAP with the help of your Neighborhood Planner, Chris Shaheen.

Physical Characteristics and Assets

Cluster 4 includes the area within the boundaries of Whitehaven Street and Glover Archibald Park on the north; Rock Creek Park on the east; the Potomac River on the south; and Glover Archibald Park on the west. This Cluster's residential areas, which include homes that date back to the 17th century, include a mix of single-family houses, townhouses, and apartments. In terms of history, this Cluster includes the Georgetown settlement that predates the establishment of the national capital in Washington. The Cluster also includes two commercial corridors: M Street and Wisconsin Avenue. Those commercial areas are popular destinations for DC residents and tourists, and include commercial businesses serving local residents, such as the Safeway grocery store located on Wisconsin Avenue. This area is one of the highest grossing retail districts in the city. A breakout of the types and of the corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Land Uses in Cluster 4

- Low/Moderate Density Residential **62%**
- High Density Residential **1%**
- Mixed Use **9%**
- Commercial **8%**
- Federal **20%**
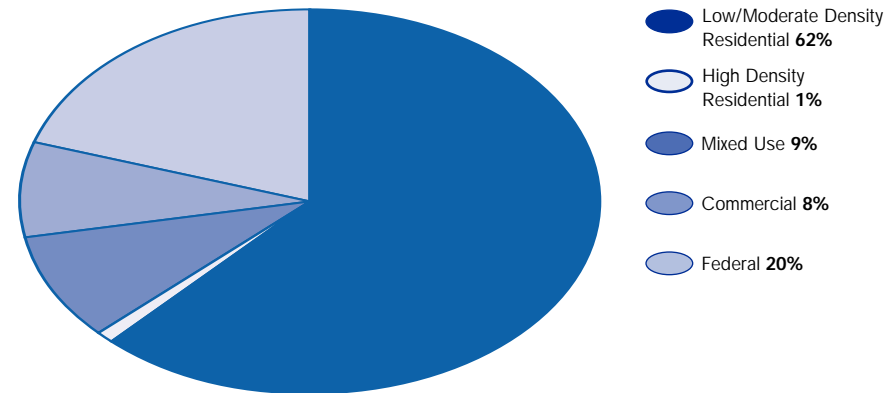
Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

The Healy Building located on the campus of Georgetown University.

M Street, the heart of the Georgetown commercial district.

Townhouses in Burleith, a residential section of Cluster 4.

Assets, key features, and well-known institutions of Cluster 4 include the following:

- *Regional parks, including Rock Creek Park and the Georgetown canal trail.*

- *Neighborhood parks, including Montrose Park, Dumbarton Oaks Park, Book Hill, Rose Park, Francis Scott Key Park, and Volta Park.*

- *Georgetown Recreation Center, which offers a variety of activities for children and adults, including amenities such as a Tot Lot for children ages five and under, two basketball courts, two tennis courts, a baseball diamond, an outdoor pool, and a dog-walking area.*

- *A rich history that includes numerous historic sites, as well as the Georgetown Historic District, which is the first historic district established in Washington, DC, and one of the first in the nation.*

- *An annual garden and house tour that attracts visitors from around the region.*

- *High-quality and well-maintained housing stock that includes some of the most significant residential architecture in the District.*

- *Strong and active ANC and citizen organizations.*

- *Strong public educational institutions such as the Georgetown Library and Duke Ellington School for Performing Arts.*

- *Commercial districts that are vibrant with shops, restaurants, and entertainment venues and are within walking distance of residential areas.*

- *A commercial district served by the active Georgetown Partnership Business Improvement District, which was established in 1999.*

- *Easy access to destinations in downtown and Northern Virginia, as well as scenic drives such as the George Washington Parkway and Canal Road.*

- *Georgetown University, which has been a center of learning in Georgetown since 1789 and is the oldest Catholic and Jesuit University in the nation.*

Demographics

Cluster 4 includes three neighbor-hoods—Georgetown, Burleith, and Hillandale—located in Ward 2. The Cluster has approximately 18,700 residents, representing about 3% of the District's total population. The Cluster has a population that is less racially and ethnically diverse than the rest of the city, an age distribu-tion that is slightly older than the rest of the city, and an income level that is almost double the city average. The adjacent chart provides some basic information on this neighborhood such as age, race and ethnicity, and family income for 2000. It also shows data for 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of the Cluster 4 Databook by contacting the D.C. Office of Plan-ning at 202-442-7600.

	Cluster 4: 1990	Cluster 4: 2000	City-wide: 2000
Population	17,919	18,697	572,059
Age			
Under 18 years	6%	7%	20%
Between 18 and 65 years	85%	85%	68%
Over 65 years	9%	8%	12%
Race / Ethnicity			
African American	4%	4%	60%
White	90%	89%	31%
Hispanic[1]	5%	4%	8%
Income			
Median Household Income[2]	$53,404	$83,015[3]	$43,001[3]
Education			
High School Graduates	96%	Data not yet available	78%
College Graduates	76%	Data not yet available	39%
Housing			
Occupied Housing Units	7,004 units	7,452 units	248,338 units
Percentage of Housing Units Owner-Occupied	48%	52%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Cluster 4 is traditionally one of the strongest areas for development in the city. Despite a dense development pattern with little room for infill, there are still a number of private and public investments in this Cluster. These projects include municipal investments, office buildings, commercial development, and residential construction. The following is a list of key activities that have occurred during the past 2 years:

Rose Park, a neighborhood asset located at P Street and Rock Creek Park.

- *Upgrade of utilities and streetscape on Wisconsin Avenue and M Street, a multi-million-dollar construction project that will coordinate the work of PEPCO and other utilities with a $9 million streetscape project transforming downtown Georgetown.*

- *Georgetown Branch Library, which will have a planned renovation that will include new windows and doors, new carpeting, paint, ADA-compliant bathrooms, and improved lighting.*

- *Rose Park, in which the District Department of Transportation (DDOT) and the Department of Parks and Recreation (DPR), in consultation with the community and the National Park Service (NPS), are upgrading the Park's trail system, playground equipment, and lighting.*

- *Ritz-Carlton Hotel and Residences, 3100 South Street NW, which has a 290,000-square-foot, mixed-use, residential development that will include retail, hotel, and entertainment facilities.*

- *SW Quadrangle, in which Georgetown dormitories and residential campus facility are currently under construction.*

- *Georgetown University Medical Center, Reservoir Road, which is a planned education facility to be built on the campus of Georgetown University.*

- *PEPCO Condominium Project, a 90-unit residential condominium project, developed by the Eastbanc Company, on a former PEPCO substation site.*

- *Cady's Alley, 3314 M Street, a retail project in the 3300 block of M Street in Georgetown.*

- *Georgetown University Performing Arts Center, 3700 O Street, for which a large theater addition to Ryan Hall is currently under review by the Commission of Fine Arts.*

- *Dumbarton Oaks Library, for which a proposed library on the west side of the property is currently under review by the Commission of Fine Arts.*

- *Phillips Row, 2700 Olive Street, where a condominium project will offer residential homes in historic Georgetown.*

The Recent Neighborhood Activity map on this page depicts the key activities in your Cluster.

1. Georgetown Branch Library
2. Dumbarton Oaks Library
3. Rose Park
4. Phillips Row
5. Ritz-Carlton Hotel and Residences
6. Upgrade of Utilities and Streetscape
7. Cady's Alley
8. Georgetown University Performing Arts Center
9. SW Quadrangle
10. Georgetown University Medical Center
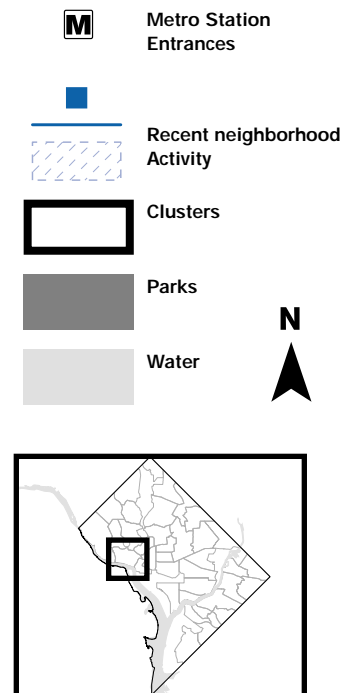
Recent Neighborhood Activity in Cluster 4

- M Metro Station Entrances
- ■ Recent neighborhood Activity
- Clusters
- Parks
- Water

N
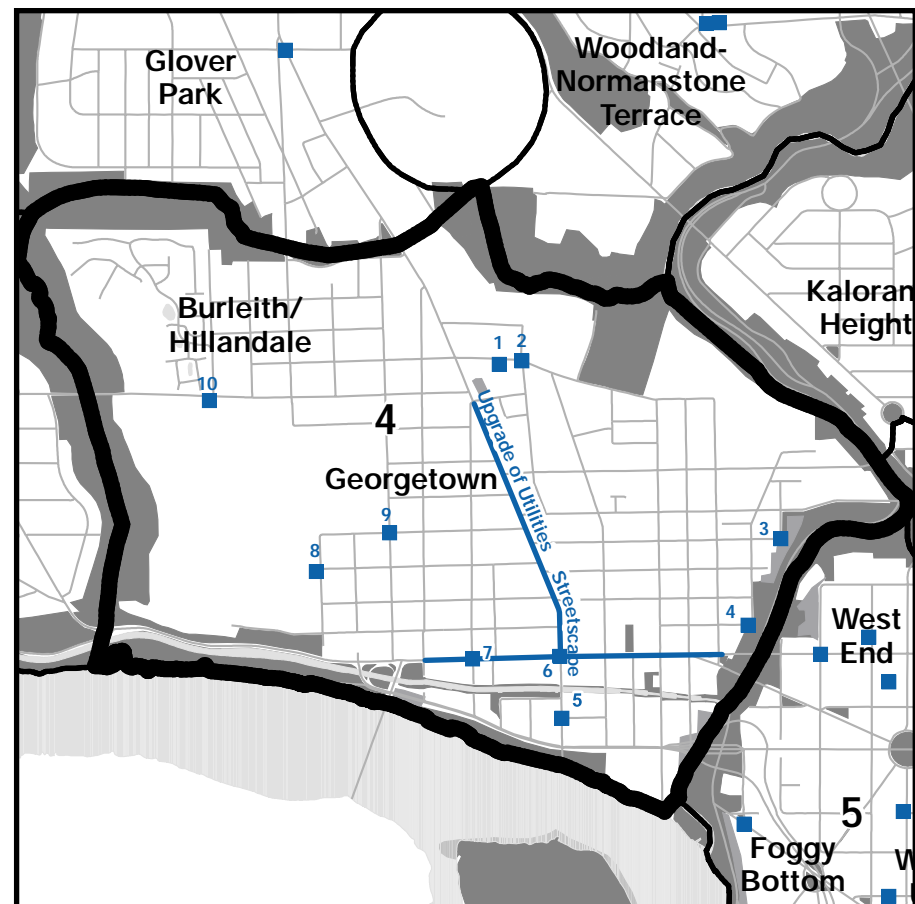
Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked eight essential ingredients as vital for a livable community:

1. Enforcement of Public Services
2. Incompatible Growth/Use Management
3. Traffic and Parking
4. Access to Mass Transportation
5. Neighborhood Character
6. Community Center
7. Public Education/School and Community Cooperation
8. Parks/Greenscape

Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed upon the following priority essential ingredients:

➤ Government Services and Accountability (formerly the Enforcement of Public Services priority but renamed at Action Planning meeting)

➤ Incompatible Growth/Use Management

➤ Traffic and Parking

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

3

Developing Your SNAP

How We Involved You:

Phase I: Start Up

• Conducted informal consultations with neighborhood leaders to develop a neighborhood Steering Committee during May 2001.

• Recruited and formed a Neighborhood Action Steering Committee to plan and promote the Neighborhood Cluster Workshop. A Neighborhood Action Steering Committee meeting was held on May 27, 2001, followed by ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

• Convened a Neighborhood Cluster Workshop on June 7, 2001, at Francis Junior High School, to identify the essential ingredients for a healthy neighborhood and established priorities.

Phase III: Action Planning

• Organized three Action Planning Work Sessions to develop preliminary action plans during the months of July and August 2001.

• Met with representatives from Georgetown University MedStar to discuss the SNAP plan.

Phase IV: Validation

• Called one Neighborhood Cluster meeting to review and validate the draft plan during September 2001 and distributed the draft plan by e-mail.

Community Outreach

• Announced steering committee meetings at multiple community meetings, distributed flyers at local schools, and posted advertisements in the Northwest Current and The Intowner during late May and early June 2001.

• Had more than 20 citizens who participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood priorities. For example, more funding was dedicated to city-wide issues such as the following:

• *Install an additional 600 litter cans across the city.*

• *Hire an additional Fire Inspector for every Ward.*

• *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*

• *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 4, some of the key actions that concerned citizens the most received the following agency commitments:

Increase Code Enforcement in Neighborhoods

- *The Department of Consumer and Regulatory Affairs (DCRA) has expanded its Neighborhood Survey Process to include one Neighborhood Stabilization Officer to improve services in Cluster 4.*

- *The Department of Public Works (DPW) hired additional Solid Waste Education and Enforcement Program (SWEEP) inspectors in FY2002, bringing the number of inspectors in the Ward to three. This change will increase the level of solid waste education and enforcement and will help prevent illegal dumping.*

- *The Office of the City Administrator (OCA) is spearheading a project that will improve the enforcement of DC laws and will include cross-enforcement, code harmonization, strengthening enforcement, and consolidated adjudication.*

- *The Office of the Clean City Coordinator (OCCC) will work with a multi-agency task force to introduce legislation that will increase fines for quality-of-life infractions and will improve laws and enforcement for illegal posters, littering, etc.*

- *The Office of Planning's (OP) Historic Preservation Office will hire two additional staff people to review construction projects in historic districts.*

- *DCRA will conduct a review of its enforcement processes and procedures and will revise them where necessary to ensure adequate follow-up and closure on casework.*

- *The Fire and Emergency Medical Services (FEMS) Department will hire one additional Fire Inspector for Ward 2.*

3

Address Traffic Problems in Neighborhoods

- *The District Department of Transportation (DDOT) will use the Plan Review Process to evaluate future and proposed projects within the same area. This action will determine the potential cumulative effect of a development project on the transportation system.*

- *DDOT will undertake a comprehensive traffic study for Cluster 4.*

- *DPW's Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a night shift to enforce registration requirements for out-of-state vehicles.*

Improve Interagency Coordination

- *The Executive Office of the Mayor (EOM) will be coordinating geographic, strategic, and policy commitments by Cluster and by agency.*

- *The Alcoholic Beverage Regulation Administration (ABRA) will work with the Alcohol and Beverage Control Board (ABC) to determine the best way for sharing information on enforcement and fine collection and to ensure that this information is considered as part of ABRA's decision-making process.*

Mitigate Effect of Institutions on the Neighborhood

- *The OP will request fiscal information as projects or expansions are proposed.*

Chapter 4, The Action Plan, describes in detail how District and non-District agencies are responding to the citizens' priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 4 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 4 include the following:

➤ Government Services and Accountability

➤ Incompatible Growth/Use Management

➤ Traffic and Parking

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the

priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan
4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

Government Services and Accountability issues surfaced as the top priority. Residents believe that the
first step to improving their neighborhoods is to improve how the city delivers basic services, such as
improving law and code enforcement. Specific areas of concern included improving the fine-collection
process and increasing the cost of fines. Residents also highlighted the need for government employees
to increase and improve the level of service they provide. Specifically, residents recommended estab-
lishing a government-citizen communication system that ensures an easy and efficient way for citizens
to submit service requests. They also suggested monitoring the government's progress in meeting serv-
ice requests. Last, residents articulated the need to increase interagency cooperation and to reduce
duplication of agency efforts and activities.

OBJECTIVE 1:   Ensure that government employees are committed to providing quality services to citizens.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1135	Make all human resources personnel "at-will employees," or change the grievance procedure to make it easier for managers to discipline or to discharge employees for poor performance.		DCOP	8621	Career Service employees are covered by Chapter 16 of the District Personnel Manual and are entitled to advance notice before they are disciplined, including termination. After 1998, when the Personnel Reform Amendment was passed, Chapter 16 was amended. The amendments allow the District to summarily remove and suspend employees (without advance notice). There was also a change in the types of actions that could be appealed to the Office of Employee Appeals. All managers and supervisors in the Management Supervisory Service (MSS) were trained on Chapter 16 as part of mandatory Human Resources training last year. At-will employees, including Managers and Supervisors in the Management Supervisory Service, can be terminated at any time, upon receipt of a 15-day notice.	Ongoing

Agency Responses to Citizen Priorities

Government Services and Accountability

Ensure that government employees are committed to providing quality services to citizens.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1136	Review and promote best practices to improve employee performance.		OCA	9453	OCA has the lead on performance management issues in coordination with DCOP. The Performance Management Program is the vehicle by which we monitor and reward employee performance. Best practices are researched by the Customer Service Operations Risk Management and Operational Improvements Divisions. Contacts are Doug Smith (OCA), 202-727-6053, <doug.smith@dc.gov>, and Heather Mayes (DCOP), 202-727-0228, <heather.mayes@dc.gov>.	Ongoing
1137	Initiate performance-based reviews for all District employees, including perform-ance-based measures based on service deliverables for managers.		DCOP	8625	All managers and supervisors under the Management Supervisory Service, Career Service supervisors, and Excepted Service employees in policy positions and on the personal staff of the Mayor are evaluated under the new Performance Management Program (PMP). At the beginning of each fiscal year, employees covered under the PMP set specific performance goals and development objectives. At the conclusion of the fiscal year, employees are evaluated on the accomplishment of their goals and 10 to15 behavior-based competencies, including customer service. Agency Directors are held accountable for their agency's participation in the PMP. All employees not covered by PMP are currently evaluated under the Performance Evaluation System, which was established in 1979. The Performance Evaluation System, as set forth in Chapter 14, Part II of the District Personnel Manual (DPM), and in DPM Instruction No. 14-4, provides the guidelines for District government employee evaluations. It covers employees in three categories: (1) employees in the Excepted Service, other than those appointed under the authority of DC Code §1-610.3 (policy positions and personal staff of the Mayor); (2) unionized employees in the Career Service; and (3) nonsupervisory and nonmanagerial employees in the Career Service. EXPANSION ON HOLD: NO CAPACITY IN FY2002 AND ENHANCE-MENT FOR EXPANSION IN FY2003 DECLINED. NO EXPANSION IS POSSIBLE. For more information, please contact the Office of Policy and Performance Management at 202-442-9644.	Ongoing

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 1:   Ensure that government employees are committed to providing quality services to citizens.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1137	Initiate performance-based reviews for all District employees, including perform-ance-based measures based on service deliverables for managers.		OCA	9454	The Performance Management Program does this but is currently restrict-ed to senior and middle managers in Excepted Service and Management Supervisory Service positions. There will be no expansion beyond FY2002. For more information, contact Doug Smith (OCA), 202-727-6053, <doug.smith@dc.gov>, and Heather Mayes (DCOP), 202-727-0228, <heather.mayes@dc.gov>. PMP is already under way for management level employees. The timeline for unionized employees will be in "out years" because the implementation timetable is to be negotiated.	Ongoing
1138	Increase education for contract person-nel to ensure quality requests for pro-posals (RFPs), contracts that protect the city government, and clearly stated goals and monitoring process for award-ed contracts.		OCP	8626	OCP has added the following goals to its strategic plan to address this issue: Goal 1: Provide training and staff development to contracting per-sonnel. Initiative 1: Have each contract specialist take two or more pro-curement courses by September 30 FY2002. Initiative 2: Have 80% of staff members receive procurement training in accordance with their Individual Development Plans (IDPs) by FY2003. Goal 2: Provide procure-ment training to 700 MSS employees and 300 agency personnel in FY2002. Initiative 1: Conduct 44 one-day basic procurement courses in FY2002. Initiative 2: Provide Contract Officer's Technical Representative (COTR) training to 300 agency program personnel in FY2002.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 2: Increase interagency cooperation and reduce duplication of agency efforts and activities.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
57	Undertake interagency strategic planning process to identity areas where more interagency coordination is required and to devise a strategy for establishing better coordination.		EOM	8019	This action is n progress. Currently, OEM is executing a process that coordinates geographic, strategic, and policy commitments by cluster and by agency. This process will then drive the budget allocation and performance measurement. The process was presented with the Mayor's budget submission to the Council on March 18, 2002.	FY2002
1139	Establish an interagency information management system for the government that will ensure efficient maintenance, tracking, and retrieval of data, including a comprehensive interagency index database designed to better control and access information on service requests and other issues.		OCTO	8628	The Unified Communications Center (UCC), a funded project that is part of the Mayor's Government Centers initiative, consolidates several communications and data processing operations at a new 135,000-square-foot facility proposed to be located on the unoccupied/unused area of the east campus of St. Elizabeth's Hospital in Ward 8. The centerpiece of the UCC is a 24-hour Call Center for 9-1-1 (emergency), 3-1-1 (non-emergency public safety), and 202-727-1000 (non-emergency service request) calls. Cross-trained call-takers and dispatchers will respond to all city-wide emergency and non-emergency calls using state-of-the-art programming and communications systems specifically designed for these functions. Call Center systems will track all public safety emergency and non-emergency calls, as well as customer service requests. These systems will also report on Call Center performance and will coordinate with traffic control and other city-wide services and systems. Residents and businesses will also be able to establish a personal history of their work orders and resolutions, which will be accessible over the web, by interactive voice response, or from an operator.	FY2003

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 3:   Improve law and code enforcement, specifically with respect to buildings, trash, leaf littering, signage, and public space.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
55	Increase the number of inspectors to ensure law and code compliance.	Cluster 4, but specifically in the area near Georgetown University; 33rd and 34th Streets between M and Prospect Streets; O Street east of Wisconsin Avenue; Prospect and N Streets between Wisconsin Avenue and 37th Street; and all alleys (particularly Oak, Corcoran, and Blues Alley)	DCRA	8041	DCRA has a Neighborhood Stabilization Officer (NSO) assigned to each cluster. DCRA will have 39 Clusters in the city, and each Cluster will have an NSO who is responsible for inspection activities. These NSOs will work closely with other agencies to ensure improved services to the community. The NSO assigned to this Cluster is Victor Brown (202-442-4395).	Ongoing
			OP	9415	The OP's Historic Preservation Office will hire one additional staff person to review construction in historic districts.	FY2002
			DOH	8042	The Department of Health (DOH) does not have a regulatory role with regard to trash, leaf littering, signage and public space. However, through its Rodent Control program, the DOH will continue to enforce the Rodent Control Act of 2000, which allows it to increase existing fines and to establish new fines with regard to various aspects of rodent control, including trash and litter. Again, DOH does not believe that there are not enough inspectors to enforce its laws. There may be increased enforcement once the City Administrator's Task Force, which is established to look at the cross-training code enforcement officers, is complete.	FY2002
			DPW	8043	The Department of Public Works (DPW) hired additional SWEEP inspectors in FY2002, bringing the number of inspectors in the ward to three. This change will increase the level of solid waste education and enforcement and will help prevent illegal dumping.	FY2002
			OCCC	9697	OCCC will work with the multi-agency task force to develop and introduce legislation that will increase fines for quality-of-life infractions and will improve laws and enforcement for illegal posters, littering, etc.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 3: Improve law and code enforcement, specifically with respect to buildings, trash, leaf littering, signage, and public space.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
63	Proactively seek out and prosecute residents or property owners who fail to follow existing regulations or laws.	Cluster 4, but specifically in the area near Georgetown University; 33rd and 34th Streets between M and Prospect Streets; O Street east of Wisconsin Avenue; Prospect and N Streets between Wisconsin Avenue and 37th Street; and all alleys (particularly Oak, Corcoran, and Blues Alley)	DCRA	8050	DCRA has increased its monitoring, inspection, and enforcement capabilities through the assignment of a Neighborhood Stabilization Officer (NSO) whose sole responsibility is the Georgetown, Hillandale, and Burleith areas. DCRA is responsible for all activities on private space. DPW has the responsibility for all activities on commercial and public space. To be more responsive to the citizens, DCRA has expanded its neighborhood survey processes. DCRA will have 39 Clusters in the city, and each Cluster will have an NSO who is responsible for inspection activities. These NSOs will work closely with other agencies to ensure improved services to the community. The NSO assigned to this Cluster is Victor Brown (202-442-4395).	Ongoing
			DPW	8052	The DPW hired additional SWEEP inspectors in FY2002, bringing the number of inspectors in the ward to three. This change will increase the level of solid waste education and enforcement and will help prevent illegal dumping. Because SWEEP inspectors issue fines to trash violators, they will be notified of these locations.	FY2002
			OCCC	9704	OCCC will work with the multi-agency task force to develop and introduce legislation to increase fines for quality-of-life infractions and to improve laws and enforcement for illegal posters, littering, etc.	FY2002
			OP	9417	On a comprehensive rotational basis of all historic districts and sites, the OP will continue to conduct on-going monitoring of construction activities for compliance with applicable preservation laws. In addition, the OP will hire one more staff person to review construction in historic districts.	FY2002

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 3:   Improve law and code enforcement, specifically with respect to buildings, trash, leaf littering, signage, and public space.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
56	Establish a process for interagency coordination and for sharing information on enforcement and fine-collection activities (for example, a fine issued to an ABC-licensed establishment should be reported to Alcoholic Beverage Regulation Administration (ABRA) for inclusion in the business's file so that, when the business's license comes up for renewal, the information regarding fines can be considered in ABRA's decision-making process).	Cluster 4, specifically Georgetown Court (between Prospect, 33rd, and N Streets, and Wisconsin Avenue); 2800 block of M Street); 3100 block of M Street; and the 1000 block of 31st Street	DMO	8044	The Deputy Mayor for Operations (DMO) is spearheading a project to improve the enforcement of DC Laws and Regulations. Key components of this effort include (1) cross-enforcement, allowing inspectors from one agency to issue a Notice of Infraction (NOI) for violations normally handled by another agency; (2) code harmonization, a review of current regulations and legislation to identify conflicting or overlapping regulations and to strengthen the penalty structure; (3) putting teeth in enforcement, including, but not limited to, allowing agencies to deny the issuance of business licenses, building permits o driver's licenses to individuals in violation of a variety of regulations; and (4) consolidated adjudications, the creation of a centralized adjudication panel to consolidate adjudication panels spread across multiple agencies.	Ongoing
			EOM	9699	The Office of Policy Research and Development and the Office of Boards and Commissions will provide support to the lead agency as needed in developing legislative proposals and working with boards.	FY2002
			DCRA	9416	DCRA has assigned a Lead Neighborhood Stabilization Officer and a Cluster 4 Inspector to coordinate interagency activities under its Neighborhood Stabilization Program. ABRA will work with the ABC Board in determining the best process for sharing enforcement information.	FY2002
			DPW	8017	DPW will support a process for interagency coordination.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 3: Improve law and code enforcement, specifically with respect to buildings, trash, leaf littering, signage, and public space.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
56	Establish a process for interagency coordination and for sharing information on enforcement and fine-collection activities (for example, a fine issued to an ABC-licensed establishment should be reported to Alcoholic Beverage Regulation Administration (ABRA) for inclusion in the business's file so that, when the business's license comes up for renewal, the information regarding fines can be considered in ABRA's decision-making process).	Cluster 4, specifically Georgetown Court (between Prospect, 33rd, and N Streets, and Wisconsin Avenue); 2800 block of M Street); 3100 block of M Street; and the 1000 block of 31st Street	DOH	8045	To support this effort, DOH will continue to enforce the Rodent Control Act of 2000, which allows it to increase existing fines and to establish new fines with regard to various aspects of rodent control, including trash and litter. DOH currently has on its website a list of food code violations and fines that have been assessed. DOH participates in any interagency coordination task force that ABRA establishes. In its supporting role, DOH has food inspectors who inspect food establishments throughout the city. It often partners with ABRA to take enforcement actions against "problem" establishments.	FY2002
			OCCC	9698	OCCC works with the multi-agency task force to develop and introduce legislation to increase fines for quality-of-life infractions and to improve laws and enforcement for illegal posters, littering, etc.	FY2002
			ABRA	10166	ABRA will work with Alcohol and Beverage Control (ABC) to determine the best way for sharing information on enforcement and fine collection to ensure that this information is considered as part of ABRA's decision-making process.	FY2002

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 3:   Improve law and code enforcement, specifically with respect to buildings, trash, leaf littering, signage, and public space.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1125	Establish partnership between inspectors and community to better monitor noncompliance cases.	Cluster 4 (ANC, CAG, etc.)	DCRA	8272	DCRA is responsible for all activities on private space. DPW has the responsibility for all activities on commercial space. To be more responsive to the citizens, DCRA has expanded its neighborhood survey processes. DCRA will have 39 Clusters in the city, and each Cluster will have a Neighborhood Stabilization Officer (NSO) who is responsible for inspection activities. These NSOs work closely with other agencies to ensure improved services to the community. This area has been identified as a problem area and the agencies are collaborating to address these issues. The NSO assigned to this Cluster is Victor Brown (202-442-4395).	Ongoing
			OCA	9759	Partnership between inspectors and the community is at the heart of what the Neighborhood Services Initiative is about. The contact for Ward 2 is the Ward 2 Neighborhood Service Coordinator, Clark Ray. He can be reached at 202-359-0701 or at <clark.ray@dc.gov>.	Ongoing
			OP	9446	There are no zoning or building inspectors in the OP; the Historic Preservation Inspector works very closely with the citizens to enforce and monitor noncompliance with Historic Preservation regulations.	Ongoing
			DOH	8273	DOH does not have a regulatory role with regard to trash, leaf littering, signage, and public space. However, through its Rodent Control program, DOH will continue to enforce the Rodent Control Act of 2000, which allows it to increase existing fines and to establish new fines with regard to various aspects of rodent control, including trash and litter. Additionally, the Rodent Control program continues to provide outreach to the community through community meetings and informational flyers. Program staff members can be contacted at 202-535-1954.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 4: Improve and increase collection process of fines: OP (HP), DPW (Trash), DDOT (Public Space), DCRA (signage/zoning), ABRA (liquor).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1126	Consolidate enforcement and fine collection so that they are housed within one agency rather than two separate agencies, or put the agency responsible for issuing fines in charge of monitoring the fine-collection process.	Cluster 4, specifically the 1000 block of 31st Street	DCRA	8276	This enforcement should be a coordinated response because each collects fines for its own department. However, DCRA's fine schedule is included in the Civil Infractions Statute of 1985 and has recently been improved in the 2000 Omnibus Act.	FY2002
			OCFO	9766	The Office of Tax and Revenue (OTR) already supports collection of certain fines, including nuisance properties, through the Real Property billing. The Clean Hands data warehouse that OTR and DCRA are working to fully implement by FY2003 will facilitate some additional activity. However, to include all the fees and fines contemplated here, the Office of the Chief Technology Officer (OCTO) would have to take the lead role in integrating multiple agency systems.This action would require significant time and resources. The Office of the Chief Financial Officer (OCFO) and OTR could serve as the collection agent for such fines, but only after the enforcement agency had completed the adjudication process and had certified the debt as valid.	Out Years

4

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 4:   Improve and increase collection process of fines: OP (HP), DPW (Trash), DDOT (Public Space), DCRA (signage/zoning), ABRA (liquor).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1126	Consolidate enforcement and fine collection so that they are housed within one agency rather than two separate agencies, or put the agency responsible for issuing fines in charge of monitoring the fine-collection process.	Cluster 4, specifically the 1000 block of 31st Street	DMO	9761	The Deputy Mayor for Operations (DMO) is spearheading a project to improve the enforcement of DC Laws and Regulations. Key components of this effort include 1) CROSS-ENFORCEMENT allowing inspectors from one agency to issue a Notice of Infraction (NOI) for violations normally handled by another agency; 2) CODE HARMONIZATION, a review of current regulations and legislation to identify conflicting or overlapping regulations and to strengthen the penalty structure; 3) PUTTING TEETH IN ENFORCEMENT, including, but not limited to allowing agencies to deny the issuance of business licenses, building permits or drivers licenses to individuals in violation of a variety of regulations; and 4) CONSOLIDATED ADJUDICATIONS, the creation of a centralized adjudication panel to consolidate adjudication panels spread across multiple agencies. (Proposed Action is not consistent with how OCA and the District are pursuing this activity. Response from OIG may not appear to be responsive to the action but it will describe how the District is proceeding on this front).	Ongoing
			OP	9447	OP/HPO is not responsible for enforcement or fine collection, which is the responsibility of the DCRA Office of Adjudication.	
			DPW	8278	The Office of the City Administrator is leading a Task Force aimed at Rationalizing Code Enforcement. Four parts to this effort include cross training of inspectors, code harmonization, teeth in enforcement, and consolidated adjudication. [We do not set the timeline.]	
			DOH	8277	This role should be performed at the highest level of government under the Mayor, possibly the OCA, because multiple agencies are involved. The City Administrator currently chairs a group to look at feasibility of cross training, enforcement, and personnel district-wide.	

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 4:   Improve and increase collection process of fines: OP (HP), DPW (Trash), DDOT (Public Space), DCRA (signage/zoning), ABRA (liquor).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1127	Establish accounting system to ensure that issued fines are collected.	Cluster 4	DCRA	8279	DCRA has secured the services of a private firm to assist with the collection of fines imposed. Please contact the Office of Adjudication for further information at 202-442-8167.	
			OCFO	9769	OTR already supports collection of certain fines, including nuisance property, through the Real Property billing. The Clean Hands data warehouse that OTR and DCRA are working to fully implement FY2003 will facilitate some additional activity. However, in order to include all the fees/fines contemplated here, OCTO would have to take the lead role in integrating multiple agency systems. This would require significant time and resources. OCFO/OTR could serve as collection agent for such fines, but only after the enforcement agency had completed the adjudication process and certified the debt as valid.	Out Years
			DPW	8281	System is in place; administered through OCFO. (DPW)	Ongoing
1128	Accelerate collection process by imposing significant penalties for late payment of fines.	Cluster 4	OCFO	9770	The OCFO/OTR has no authority to address the proposed action, which requires either a change in law and/or a policy decision to implement it. Once policy and program decisions are made by the appropriate officials in the executive and/or legislative branches, the offices within the OCFO will provide support through the Treasury/Cashiering function to receive and account for payments. However, unless billing and collection of these fines is consolidated as discussed for Action items 1126 and 1127, it would be up to the enforcement agency to enforce and bill these late fees.	

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 4:   Improve and increase collection process of fines: OP (HP), DPW (Trash), DDOT (Public Space), DCRA (signage/zoning), ABRA (liquor).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1128	Accelerate collection process by imposing significant penalties for late payment of fines.	Cluster 4	DCRA	8283	DCRA plans to undertake an assessment of its code enforcement process, which includes an assessment of existing fines, to determine where fines will be increased.	FY2002
			DMO	9772	The DMO is spearheading a project to improve the enforcement of DC Laws and Regulations. A key component of this effort is the strengthening of the penalty structure.	
			DPW	8285	DPW is reassessing its fine levels for possible increases.	FY2002
1129	Impose liens on property owners who fail to pay fines or to comply with municipal regulations.	Cluster 4	DCRA	8604	Approximately 2 years ago, DCRA submitted proposed regulations that would allow the agency to impose liens for unpaid civil infraction fines. The proposed legislation was not considered. DCRA will resubmit the proposed legislation.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 5:   Establish a government-citizen communication system to (1) ensure an easy and efficient way for citizens to submit service requests and (2) monitor the government's progress in meeting service requests.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1130	Acquire and install computers and updated technology in government offices so that citizens' problems and suggestions, as well as the actions taken by government to resolve the problems, can be stored digitally.	All agencies	OCTO	8608	The Unified Communications Center (UCC), a funded project that is part of the Mayor's Government Centers initiative, consolidates several communications and data processing operations at a new 135,000-square-foot facility proposed to be located on the unoccupied/unused area of the east campus of St. Elizabeth's Hospital in Ward 8. The centerpiece of the UCC is a 24-hour Call Center for 9-1-1 (emergency), 3-1-1 (non-emergency public safety), and 202-727-1000 (non-emergency service request) calls. Cross-trained call-takers and dispatchers will respond to all city-wide emergency and non-emergency calls using state-of-the-art programming and communications systems specifically designed for these functions. Call Center systems will track all public safety emergency and non-emergency calls, as well as all customer service requests. These systems will also report on Call Center performance and coordinate with traffic control and other city-wide services and systems. Residents and businesses will also be able to establish a personal history of their work orders and resolutions, accessible over the web, by interactive voice response, or from an operator.	FY2003
			EOM	9781	EOM will ensure outreach to this community regarding new and existing computer resources by September 30, 2002.	FY2002

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 5:   Establish a government-citizen communication system to (1) ensure an easy and efficient way for citizens to submit service requests and (2) monitor the government's progress in meeting service requests.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1106	Post current municipal information on the Internet: citizens' requests for services and agencies, DC Register with index, and DC municipal regulations.		OCTO	8246	A lot of municipal information is available on the internet through the District web portal at <www.dc.gov>. Also, one can place service requests over the Internet. Each agency's performance measurements and achievements are posted on the website. OCTO maintains centralized responsibility for information technology (IT) budgeting, acquisitions, data and architecture standards, IT best practices, IT research, and development of city-wide IT infrastructure and applications. Multi-agency consortia, with one agency exercising project leadership and OCTO supplying oversight, will manage city-wide and multi-agency IT applications. Individual agencies will manage applications that are specific to their missions, with OCTO providing oversight, technical standards, and assistance on request. OCTO is supplying the technology for additional regulations to be posted. However, it is ultimately the responsibility of the agency that promulgates the regulations to post and keep the information up-to-date.	Ongoing
1131	Provide enforcement employees with training that includes a review of updated DC municipal regulations, and provide inspectors with cellular phones to make it easier for citizens to contact those employees.	ABRA, DCRA, DPW, DPH, MPD, and EMS	OCA	8610	Neighborhood Services coordinates the efforts of agency enforcement employees through weekly core team meetings, where it provides updates on new initiatives, regulations, and other city-wide efforts focused on creating more efficient service delivery.	Ongoing
			DCRA	8609	All DCRA employees have an individual training plan. All field staff are equipped with telephones and other equipment required to perform their duties.	Ongoing
			DPW	8613	Employees are trained on new DC municipal regulations, and residents are encouraged to call the Mayor's Call Center. This change will reduce the need for residents to call inspectors.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Government Services and Accountability**

OBJECTIVE 5: Establish a government-citizen communication system to (1) ensure an easy and efficient way for citizens to submit service requests and (2) monitor the government's progress in meeting service requests.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1132	Publish and distribute a phone directory and other publications that (1) explain government organization and (2) identify contact people for specific services.		OCTO	8615	Citizens can always reach a DC elected official or find the name of an agency employee or service by calling the Mayor's City-wide Call Center at 202-727-1000. A pocket-sized telephone directory is published annually for government employees and the public. The same information (telephone numbers, government organizations, and contact people for specific services) can be found on the District website <www.dc.gov/>. Citizens can look under the "Alphabetical Directory by Topic," "Elected Officials," and "Contact and Services" headings along the menu bar at the bottom of the page. They can also do a website search for a specific topic from the same menu bar. For information on specific services, they can also click on "Scheduled Services" on the left bar on the main portal page. In 2002, citizens will be able to download a current, updated pocket guide directly from the website. On the DC website, a Resident Services Wizard and a Business Resources Wizard are being developed to make it easy to identify the service provider even if one doesn't know which agency provides the service.	Ongoing
			OCA	8589	Publish in the fall 2002 and distribute in fall/winter 2002.	FY2003

4

Agency Responses to Citizen Priorities

PRIORITY 1:   **Government Services and Accountability**

OBJECTIVE 5:   Establish a government-citizen communication system to (1) ensure an easy and efficient way for citi-
                       zens to submit service requests and (2) monitor the government's progress in meeting service requests.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1133	Provide contact for obtaining updates on service requests through the Mayor's hotline.		OCTO	9787	The challenge in tracking the government's progress is that there are multiple trouble-ticket tracking systems in the agencies. There is no easy, automated way to report trouble-ticket status back to the Mayor's Call Center or DC Internet site. OCTO's recommendation is that the Executive Office of the Mayor (EOM), which is responsible for Citizen Relationship Management, lead and fund the development and implementation of a cross-agency consortium to specify the functional requirements of a solution. OCTO will serve as project manager, will hire a program manager by the end of January 2002, and will work with the EOM and other agencies to design the IT solution to the problem by the end of FY2002. OCTO will also request funds to complete the project in FY2003 and FY2004 budget requests. OCTO has discussed this matter with Lisa Morgan, Director of Customer Service Operations in the Office of the City Administrator, who agrees that the EOM is responsible for identifying the functional needs of the solution. OCTO will take leadership of this cross-agency consortium.	FY2002
			OCA	9788	Already ongoing: Citizens who request information or services by calling 202-727-1000, logging onto the Mayor's website, or writing a letter are mailed a postcard within 48 hours. The postcard provides a tracking number, the agency assigned to follow up, and the name and phone number of a point of contact (POC) so that they may check on the status of each service request.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:

Incompatible Growth/Use Management

Incompatible Growth/Use Management is the second priority for Cluster 4. Residents shared their concerns about what they perceive as a lack of adequate controls on businesses and institutions that detract from residential areas. Institutions that participated in the SNAP process expressed the opinion that they follow municipal regulations and laws and that they make efforts to work with community groups. Specific recommendations that emerged from residents include (1) developing a strategy for limiting the growth of nonresidential uses and (2) preserving the communities' high quality of life. They also stated that the city needed to review development projects that are in close proximity to one another collectively-as opposed to individually-to evaluate their cumulative effect on neighborhoods. Continuing to monitor the growth of alcohol-related commercial enterprises was another important recommendation that residents forwarded.

OBJECTIVE 1:

Develop strategy for limiting growth of nonprofit institutions (i.e., schools, embassies, churches, etc.) to mitigate negative effects of those institutions on community quality of life (i.e., traffic, air quality, or strain on public services caused by the decrease in tax base).

4

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
53	Conduct a fiscal analysis of the various property uses in the Cluster to assess (1) lost opportunity costs, (2) tax dollar contributions to support local government, and (3) cost of delivering services to neighborhoods in the Cluster. (This information could be used for a variety of purposes, including informing decisions about payments in lieu of taxes.)	Georgetown University, MedStar, the International School, Georgetown Visitation, Duke Ellington School, Mt. Vernon campus of George Washington University, the mayoral residence, churches, embassies, and museums	OP	8037	The OP will request appropriate fiscal information as projects or expansions are proposed.	Ongoing
			DPW	8036	DPW does not deliver sanitation services to institutions. Parking enforcement and street and alley sweeping are part of DPW's scheduled services w/o regard to adjacent property use.	Ongoing
			DCRA	8035	DCRA will provide the costs to the Office of Planning (OP). OP is responsible for coordinating overall community planning and development.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 1:   Develop strategy for limiting growth of non-profit institutions (i.e., schools, embassies, churches, etc.) to mitigate negative effects of those institutions on community quality of life (i.e., traffic, air quality, strain on public services caused by the decrease in tax base).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
53	Conduct a fiscal analysis of the various property uses in the Cluster to assess (1) lost opportunity costs, (2) tax dollar contributions to support local government, and (3) cost of delivering services to neighborhoods in the Cluster. (This information could be used for a variety of purposes, including informing decisions about payments in lieu of taxes.)	Georgetown University, MedStar, the International School, Georgetown Visitation, Duke Ellington School, Mt. Vernon campus of George Washington University, the mayoral residence, churches, embassies, and museums	OCFO	8034	The Office of the Deputy Mayor for Planning and Economic Development is the more appropriate entity to develop policy related to land use and, specifically, the appropriateness of limiting the growth of nonprofit institutions in the Cluster. The Office of the Chief Financial Officer (OCFO) can assist with fiscal analysis as appropriate to the DMPED's policy initiatives.	FY2002
1112	Establish new regulations that (1) monitor large institutions, (2) protect against significant changes in traffic patterns and road structures that affect public streets, (3) are subject to the same reviews as building changes, and (4) specifically monitor the growth of large institutions that are tax exempt.	Georgetown University, MedStar, the International School, Georgetown Visitation, Duke Ellington School, Mt. Vernon campus of George Washington University, the mayoral residence, churches, embassies, and museums	OP	9751	The OP will review the campus plan regulations to determine if and how other large institutions should be included. The OP will continue to coordinate with DDOT on any issue that involves traffic patterns or road structures.	
			DDOT	9752	The multi-agency plan-review process covers potential effects of developments on traffic patterns, street alignments, and public spaces. A proposed change in existing regulations will require multi-agency coordination. If increasing the District's tax-base is the main action request, the Deputy Mayor for Planning and Economic Development (DMPED) should be the lead agency.	Out Years

Agency Responses to Citizen Priorities

PRIORITY 2: **Incompatible Growth/Use Management**

OBJECTIVE 1: Develop strategy for limiting growth of non-profit institutions (i.e., schools, embassies, churches, etc.) to mitigate negative effects of those institutions on community quality of life (i.e., traffic, air quality, strain on public services caused by the decrease in tax base).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
52	Increase personnel to include DCRA Compliance Investigators, DOH Rodent Control Inspectors, DOH Food Inspectors, and DPW SWEEP Inspectors to cover night shifts on Thursday through Saturday.	Cluster 4	DPW	9548	The DPW hired additional SWEEP inspectors in FY2002, bringing the number of inspectors in the Ward to three. This change will increase the level of solid waste education and enforcement and will help prevent illegal dumping.	FY2002
			DOH	8032	DOH cannot commit to this action. However, the number of employees has been increased within the DOH's Rodent Control and Food Control programs over the past 2 years. There are currently 18 Food Inspectors and 18 Rodent Control Code Enforcers.	FY2002
			DCRA	8031	DCRA will review personnel needs and will submit necessary changes as a part of the FY2003 budget process. To be more responsive to the citizens, DCRA has expanded its neighborhood survey processes. DCRA will have 39 Clusters in the city, and each Cluster will have a Neighborhood Stabilization Officer (NSO) responsible for inspection activities. These NSOs work closely with other agencies to ensure improved services to the community.	FY2002
			ABRA	10218	Scheduling and deployment of inspectors for the 109 night-operating restaurants will be modified to increase enforcement during Thursday, Friday, and Saturday nights until 2:00 a.m.	

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 2:   Manage growth of traffic institutions or groups.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1113	Establish and implement a strategy for reducing the effect of Georgetown University/MedStar on parking and traffic.	Area adjacent to Georgetown University	DDOT	8255	The request has been received and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	FY2002
1114	Establish and implement a strategy for reducing the effect of MedStar, specifically the new North Campus Physician's Office, on parking and traffic on Reservoir Road.	Area adjacent to Georgetown University, specifically Reservoir Road	DDOT	8230	The request has been received and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	FY2002
1115	Establish and implement a strategy to reduce the effect of the International School, Georgetown Visitation, and the Duke Ellington School on traffic and parking.	Areas adjacent to International School, Georgetown Visitation, and Duke Ellington School	DDOT	8257	The request has been received and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	FY2002
1116	Establish and implement a strategy for reducing the effect of the Mt. Vernon campus of George Washington University on traffic and parking.	Area adjacent to the Mt. Vernon campus of George Washington University	DDOT	8259	The District Department of Transportation (DDOT), in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q3of FY2002. Installation will be performed after development of criteria.	FY2002
1117	Establish and implement a strategy to reduce the effect of churches, embassies, and museums on traffic and parking.	All churches, embassies, and museums in Cluster 4	DDOT	8261	The plan review process addresses this concern. As part of this process, the DDOT reviews plans to determine the effect on the transportation network.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 3:   Establish strict constraints on growth and inefficient land use (i.e., Med Star/Georgetown University Hospital and the Incinerator project).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1118	Ensure efficiency in the internal use of new development to prevent a negative effect on traffic in surrounding areas (e.g., the effect of entrances and exits of parking garages onto adjacent streets).	K Street between George Washington Circle to 35th Street: West Heating Plant (29th and K Streets); Incinerator site (Wisconsin Avenue and K Street); PEPCO Site (33rd and K Streets); Clyde's (34th and K Streets); potential combined parcels of older industrial buildings (north side of K Street between 34th Street and the Key Bridge); Cady's Alley (north side of canal between 33rd and 34th Streets); Eagle Liquor site (3300 block of M Street); Georgetown University Boat House (under the Key Bridge); the GWU Hospital (George Washington Circle); and the Rosewood Parcels (northwest corner of Canal and Potomac Streets)	OP DDOT	8264 9445	The OP will increase coordination efforts with DDOT, who has the authority for curb cuts and circulation review. During the plan review and large tract review process, internal circulation is reviewed as well as access points to the Cluster's street network. Approving new curb cuts on any street requires agency review, as well as using existing public alleys and curb cuts, is strongly encouraged to developers.	Ongoing Ongoing
1119	Place high priority on maintaining working public alleys proposed to be closed as part of new development. (Often, at the request of developers, public alleys are closed to provide more square footage for development projects. Public alleys play an important role in alleviating main road traffic because they allow residents and service trucks to circulate locally without the need to use main roads.)	K Street between George Washington Circle to 35th Street: West Heating Plan (29th and K Streets); Incinerator site (Wisconsin Avenue and K Street); PEPCO Site (33rd and K Streets); Clyde's (34th and K Streets); potential combined parcels of older industrial buildings (north side of K Street between 34th Street and the Key Bridge); Cady's Alley (north side of canal between 33rd and 34th Streets); Eagle Liquor site (3300 block of M Street); Georgetown University Boat House (under the Key Bridge); the GWU Hospital (George Washington Circle); and the Rosewood Parcels (northwest corner of Canal and Potomac Streets)	OP	9393	The OP is supporting DDOT's efforts to create a policy for review and recommendation of street and alley closings that will comprehensively evaluate the merits of proposed closures. The OP will work closely with DDOT and other review agencies to maintain a functional street and alley system within the city.	

4

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 3:   Establish strict constraints on growth and inefficient land use (i.e., Med Star/Georgetown University Hospital and the Incinerator project).

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1119	Place a high priority on maintaining working public alleys proposed to be closed as part of new development. (Often, at the request of developers, public alleys are closed to provide more square footage for development projects. Public alleys play an important role in alleviating main road traffic because they allow residents and service trucks to circulate locally without the need to use main roads.)	K Street between George Washington Circle to 35th Street: West Heating Plan (29th and K Streets); Incinerator site (Wisconsin Avenue and K Street); PEPCO Site (33rd and K Streets); Clyde's (34th and K Streets); potential combined parcels of older industrial buildings (north side of K Street between 34th Street and the Key Bridge); Cady's Alley (north side of canal between 33rd and 34th Streets); Eagle Liquor site (3300 block of M Street); Georgetown University Boat House (under the Key Bridge); the GWU Hospital (George Washington Circle); and the Rosewood Parcels (northwest corner of Canal and Potomac Streets)	DDOT	9754	Street and alley closing applications are forwarded to all affected agencies for review and comment including MPD, the Fire Department, and DDOT. No application for an alley closing is approved unless all property owners abutting the alley approve the action.	FY2002
1120	Establish stricter standards for limiting traffic on residential streets. (Should not look to abandonment of residential parking to increase flow of traffic.)	33rd and 34th Streets between M Street and Wisconsin Avenue, Reservoir Road between Foxhall Road and Wisconsin Avenue, and 39th between Reservoir Road and R Street	DDOT	8266	Request has been received, and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003. Currently, DOT is identifying locations to perform studies that are based on the numerous requests received throughout the city.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 4:   Collectively evaluate development projects that are in close proximity to one another to prevent cumulative negative effects on the neighborhood.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
54	Incorporate the effect of all development projects in an area in DPW traffic studies. Currently, DPW evaluates municipal service studies, as well as those studies prepared by developers in a site-specific manner. Instead, these studies should be evaluated and conducted in a collective manner. This collective information should be considered by the Office of Planning and the Board of Zoning Adjustment during the land use decision-making process.	K Street between George Washington Circle to 35th Street: West Heating Plant (29th and K Streets); Incinerator site (Wisconsin Avenue and K Street); PEPCO Site (33rd and K Streets); Clyde's (34th and K Streets); potential combined parcels of older industrial buildings (north side of K Street between 34th Street and the Key Bridge); Cady's Alley (north side of canal between 33rd and 34th Streets); Eagle Liquor site (3300 block of M Street); Georgetown University Boat House (under the Key Bridge); the GWU Hospital (George Washington Circle); and the Rosewood Parcels (northwest corner of Canal and Potomac Streets)	DDOT	8038	This is an ongoing action. During the plan review process, proposed future uses are evaluated, and projects within the same area are considered for their potential cumulative effect on the transportation system.	FY2002
			OCC	8040	OCC should not be the lead agency but can support the OP and other clients to provide legal advice to meet the objective.	
			OP	9414	DDOT reviews transportation and traffic effects; the OP will continue to coordinate with and rely on DDOT in the review of projects for local and cumulative effects.	Ongoing

4

Agency Responses to Citizen Priorities

PRIORITY 2:   **Incompatible Growth/Use Management**

OBJECTIVE 5:   Create, monitor, and enforce regulations for rental housing, group houses, and overcrowded houses.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
60	Review regulations of multiple government agencies that govern rental housing, and make sure the regulations are consistent.		DCRA	8475	DCRA is the only government agency with jurisdiction over rental housing. DCRA will conduct a review of rental housing regulations and will make legislative changes where necessary. DCRA has established the Housing Service Center (202-442-4610) and a tenant guide to assist low- and moderate-income individuals in responding to violations.	FY2003
61	Address discrepancy between the definition of group home provided by DPW regulations and the definition of group home specified in the DCRA housing code.	One of the two regulations is 21 DCMR 700.8	DCRA	8476	DCRA will meet with DPW to clarify the responsibilities between the agencies for interior and exterior maintenance. DCRA will meet with DPW to reconcile the inconsistencies between the two regulations and to clarify the agencies' responsibilities for interior and exterior maintenance. For more information, please contact your Neighborhood Stabilization Officer, Victor Brown, at 202-442-4395.	FY2003
62	Revise regulations for rooming houses and other variations of group houses-such as community based residential facilities-to ensure adequate protection of public health and safety.	DCMR, Chapter 11	DCRA	8048	There is a Mayor's Taskforce on the regulation of group homes. DCRA is a part of this group. Contact Office of General Counsel (202-442-8400) for more information.	FY2002
			OCA	9703	The Deputy Mayor for Children, Youth, Families, and Elders (DMCYF) has formed a task force to review community housing regulations, including those governing community-based residential facilities. The group is reviewing regulations, legislation, and zoning laws to ensure that agencies interpret and enforce regulations consistently. Recommendations on changes to regulations or legislation may be made as early as Q3 of FY2002, but certainly by the end of the year. Contacts are Grace Lopes, Special Counsel to the Mayor, and Patrick Canavan, Director, Neighborhood Services (202-727-6053).	FY2002
			DOH	8049	DOH does not license, regulate, or inspect rooming houses; DCRA does. DOH has recently revised its regulations regarding nursing homes, health-care facilities, and childcare facilities.	

Agency Responses to Citizen Priorities

PRIORITY 2: **Incompatible Growth/Use Management**

OBJECTIVE 6: Continue aggressive protections against growth of alcohol-based commercial enterprises.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1121	Coordinate work of municipal agencies and ANCs to ensure public notice of public space permits.	Georgetown Court (between Prospect, 33rd, and N Streets, and Wisconsin Avenue), and the 1000 block of 31st Street	DCRA	9758	This is no longer a DCRA issue. ABRA was removed from under the DCRA umbrella as of October 1, 2001.	
			DDOT	8267	DDOT sends the public space permit application and plans to ANCs for a 30-day review and comment period. If no comments are returned within 30 days, DDOT assumes there are no objections. For more information about the notification process, contact the public space manager at 202-442-4670.	Ongoing
1123	Coordinate work of municipal agencies and ANCs to ensure public notice of change in occupancy or use of a business.	Georgetown Court (between Prospect, 33rd, and N Streets, and Wisconsin Avenue), and the 1000 block of 31st Street	DCRA	8269	Change in use of a building is normally associated with construction or renovation of an existing use. DCRA forwards a weekly notice of permit applications for construction and renovations. The notice includes the proposed use of the structure.	Ongoing

4

Agency Responses to Citizen Priorities

PRIORITY 3: **Traffic and Parking**

Improving traffic and parking is the third major component of improved quality of life for residents in Cluster 4. Even before the major road construction was under way along M Street and Wisconsin Avenue, traffic on the major thoroughfares and side streets in this area was a concern of the community. General concerns for the entire Cluster. include developing and implementing a comprehensive traffic and parking strategy for the community, and decreasing the effect of bus and truck traffic on residential and main streets. Specific recommendations include improving and maintaining access to Hillandale without significantly affecting the streets in Burleith, and managing the traffic that is generated by institutions or organizations located in residential areas.

OBJECTIVE 1: Reduce the effect of traffic on the commercial and residential communities

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
58	Consolidate and evaluate the results of the all previously completed traffic and parking studies, and develop and implement a comprehensive traffic and parking strategy for the area.	Cluster 4	DDOT	8020	The request has been received, and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	FY2002
1107	Develop and implement a comprehensive traffic and parking strategy for the area.	Cluster 4	DDOT	8247	The request has been received, and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	Out Years
1141	Coordinate all government agency efforts with respect to parking and traffic.	Cluster 4	DDOT	8631	DDOT, in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q3 of FY2002. Installation will be performed after development of criteria.	Out Years
			DPW	8632	DPW will work with DDOT and MPD to help resolve parking issues.	FY2002
59	Increase enforcement of traffic and parking violations.	Cluster 4	MPD	8022	Patrol morning and evening rush hour corridors, ticket and tow violators, and conduct site studies for potential photo-radar deployment.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Traffic and Parking**

OBJECTIVE 2: Improve and maintain access to Hillandale.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1108	Improve access to and from Hillandale-with minimal effect on Burleith-by drawing the recommendations of the Hillandale and Burleith resident working group.	Hillandale and Burleith, specifically 39th between Reservoir Road and R Street	DDOT	8248	There is currently a Transportation Study that is targeted for the Palisades community and that covers some of the areas identified as access concerns by the Burleith/Hillandale community. The list of key intersections will be refined during initial scoping meeting with local ANCs and neighborhood citizens.	FY2002
1142	Mitigate effect of cut-through traffic on 38th Street.	38th Street between Reservoir Road and Whitehaven Parkway	DDOT	8633	DDOT, in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q3 of FY2002. Installation will be performed after development of criteria.	Out Years

4

Agency Responses to Citizen Priorities

PRIORITY 3:   **Traffic and Parking**

OBJECTIVE 3:   Manage and decrease buses and trucks, control commuter traffic to protect character of residential streets and ease traffic congestion on main streets.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1143	Maximize use of Whitehurst Freeway: enlarge entrances to the freeway, correct improper signage, and review the regulation that prohibits left turns on K Street. (Commuters who work in and north of Dupont Circle prefer to take M Street instead of the Whitehurst Freeway because of their inability to make a left turn from K Street.)	Whitehurst Freeway and K Street	DDOT	8634	Inventory of local street signs in Ward I through Ward 4 are currently in progress. Repair and replacement of signs will follow completion of survey.	Out Years
1145	Confine trucks making commercial deliveries to main arteries.	Main Arteries: Reservoir Road, Wisconsin Avenue, and M Street, with installation of restrictive signs on 31st Street at Oak Alley	DDOT	8636	DOT will undertake a comprehensive city-wide truck analysis that will include in its scope the street restrictions that are based on vehicle weight, the residential street restrictions, the bridge weight restrictions, the truck routing through the city, and all proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003
1146	Enact regulations and install proper signage and other mitigating mechanisms to prevent buses, trucks, and through traffic on residential streets. For example, 33rd Street has proper signage prohibiting through truck traffic, which has been successful in diminishing the number of trucks on the residential street.	Cluster 4, especially increase enforcement on 31st and 33rd Streets, install bridge weight limit signs, and enforce regulations at bridges crossing the canal at 29th, 30th, Thomas Jefferson, and 31st Streets	DDOT	8637	DOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3: **Traffic and Parking**

OBJECTIVE 3: Manage and decrease buses and trucks, control commuter traffic to protect character of residential streets and ease traffic congestion on main streets.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1147	Allow automobiles (through traffic) to make left turns from M Street to Wisconsin Avenue.	M Street to Wisconsin Avenue	DDOT	8638	The intersection of Wisconsin Avenue and M Street will be reconstructed by DDOT as part of the utility upgrading work that is ongoing in Georgetown. Lane configurations and traffic circulation are being evaluated as part of the project.	Ongoing
1148	Enact legislation that restricts trucks over a certain size and weight from entering the District of Columbia, that prohibits tour buses on small neighborhood streets, and that designates parking spots for tour buses on certain residential and main streets to prevent double parking.		DDOT	8639	DDOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003
1149	Ease traffic congestion by establishing very restricted parking and loading zones for trucks (e.g., loading zones with 5-minute meters) and by diminishing the time it takes for trucks to unload or reorganize merchandise.	Wisconsin Avenue and M Street, specifically the 1300 block of Wisconsin Avenue	DDOT	8029	DOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003. This section of Wisconsin Avenue will be reconstructed by DDOT as part of the utility upgrading work in Georgetown. Lane configurations are being evaluated as part of the project.	Ongoing
1150	Regulate dumpsters that are on neighborhood streets and are used for construction debris so that they are smaller than those currently allowed.	Cluster 4	DDOT	8030	Dumpsters in public space must comply with regulations listed in DCMR Title 24, Public Space and Safety. The request requires investigation and possible changes to existing regulations listed.	Out Years

4

Agency Responses to Citizen Priorities

PRIORITY 3:   **Traffic and Parking**

OBJECTIVE 3:   Manage and decrease buses and trucks, control commuter traffic to protect character of residential streets and ease traffic congestion on main streets.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1151	Establish and implement strategy for reducing the effect of Georgetown University on parking and traffic.	Area around Georgetown University	DDOT	7902	DDOT, in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q3 of FY02. Installation will be performed after development of criteria.	Out Years
1152	Establish and implement strategies for reducing the effect of traffic and limited parking resulting from churches, embassies, museums, and large institutions.	Reservoir Road (MedStar, specifically the new North Campus Physician's Office); residential streets adjacent to International School, Georgetown Visitation, Duke Ellington School, and the Mt. Vernon campus of George Washington	DDOT	7903	The request has been received, and a study of the area is targeted to begin scoping and initiating community involvement in Q4 of FY2002 or in early FY2003.	FY2002
1153	Establish stricter standards for limiting traffic on residential streets. (Should not look to abandonment of residential parking to increase flow of traffic.)		DDOT	7904	DDOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3:   **Traffic and Parking**

OBJECTIVE 4:   Increase parking for residents and their visitors.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1154	Enforce residential parking regulations in Georgetown to discourage nonresident parking in residential areas.	Cluster 4	DPW	7906	DPW will hire 138 parking officers in FY2002, which will result in increased enforcement in residential locations, including enforcement of regulations on out-of-state vehicles.	FY2002
1155	Paint L-shaped white lines on the streets to correspond with the parking limits indicated by signs in order to facilitate parking up to the signs without wasting precious parking space.	Pilot project on 33rd, Volta, and 30th Streets	DDOT	9627	Request has been forwarded to the Curbside Management Division for investigation and for determination if action can be completed in Q3 of FY2002. Contact the Curbside Management Division for further coordination.	FY2002
1156	Review the visitor pass system, close loopholes that allow abuse, and make it more convenient for residents to obtain Guest Parking Permits.		MPD	7908	The MPD will establish an interagency working group to explore the transfer of responsibility for issuing Visitor Parking Passes (VPPs) to the appropriate agency by FY2004.	FY2002
1157	Change residential parking permit process so that permits are issued by ANC boundaries-not on a Ward-wide basis-to prevent people from parking far away from their residences. Make parking permits available at the Georgetown Park MPD satellite office.	Georgetown Park	DDOT	9821	The request requires consensus by DDOT and MPD. DDOT will defer until a request is made by an ANC or MPD.	Out Years
1158	Build more public parking facilities to provide a certain number of parking spots for residents at reduced rates.	West Heating Plant property (29th, C & O Canal, Rock Creek, and K Street)	DDOT	9628	DDOT will explore residential parking strategies and policies to increase parking in residential neighborhoods. DDOT will also explore the possibility of establishing municipal parking, working with the Department of Parking Services to review parking regulations and municipal parking lot legislation.	FY2002
			OP	10205	The OP will support DDOT as needed.	

4

Agency Responses to Citizen Priorities

PRIORITY 3:   **Traffic and Parking**

OBJECTIVE 4:   Increase parking for residents and their visitors.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1159	Revise existing parking policies and regulations to increase the number of parking spaces available to Georgetown residents, particularly on streets within two blocks of a commercial district.		DDOT	9629	DDOT will explore the possibility of establishing municipal parking, working with the Department of Parking Services to review parking regulations and municipal parking lot legislation.	FY2002
1109	Investigate methods to increase the availability of conveniently located public parking for visitors, members of the faith community, and employees of Georgetown's businesses, particularly in the northern end of the community.	Cluster 4, particularly in the northern end of the community: Hardy Middle School, Hyde Elementary School, and Addison Elementary School	DCPS	8250	DCPS Realty Office will work with BID and DDOT to investigate methods to increase the availability of conveniently located public parking for visitors and employees of Georgetown's businesses, particularly in the northern end of the community.	FY2002
			DDOT	9745	DDOT will explore the possibility of creating municipal parking sites by evaluating current parking regulations and municipal parking legislation and policies.	FY2002

Actions With No Commitments

Even though District agencies considered all actions that this Cluster identified, a number of actions suggested by citizens through the SNAP process did not receive a commitment. Reasons for a lack of commitment ranged from the fiscal limitations (not enough money is currently available in the agency's budget), the particular agency with the authority to implement an action disagreed with the strategy, or the action needed more internal analysis before a commitment could be made. Those actions included the following:

PRIORITY:

Government Services and Accountability

Action	Location	Agency	Agency Response
Assign one person in each government agency (referred to herein as "Report Coordinator") to have the primary charge of identifying and tracking all reports generated by the agency. Hold a joint meeting of all Report Coordinators three times a year to ensure agency cooperation in report preparation and elimination of report duplication.		OCA	This change will not occur as described in the action item. Management of agency reporting requirements is a joint activity of OCA and EOM. There are several initiatives under way regarding internal agency reports, accountability reports to the Council and Congress, and similar items, but no single response will address this action item.
Proactively seek out and prosecute residents or property owners who fail to follow existing regulations or laws.	Cluster 4, but specifically in the area near Georgetown University; 33rd and 34th Streets between M and Prospect Streets; O Street east of Wisconsin Avenue; Prospect and N Streets between Wisconsin Avenue and 37th Street; and all alleys (particularly Oak, Corcoran, and Blues Alley)	DOH	DOH will continue to enforce all the regulations for which it has authority. DOH is currently forwarding to the Office of Adjudication (OAH) cases where property owners have broken the law. OAH takes the necessary actions to ensure compliance and recommends sanctions where necessary.

4

Actions With No Commitments

PRIORITY: **Government Services and Accountability**

Action	Location	Agency	Agency Response
Provide enforcement employees with training that includes a review of updated DC municipal regulations; provide inspectors with cellular phones to make it easier for citizens to contact them.	ABRA, DCRA, DPW, DPH, MPD, and EMS	FEMS	The agency core team member of the NSI is currently equipped with a cell phone. The contact person from this agency is A/Sgt. K. Pinkney, 202-727-1614.
Establish a communications review board to verify all information being published by a government agency.		OCA	OCA is not likely to pursue this approach. OCA's Customer Service Operation Division is working with agencies to ensure that all service delivery information (contact numbers, types of services available, expected lengths of time for each service type, etc.) is accurate and available in multiple media (print, phone, District website) and in multiple languages.

Actions With No Commitments

PRIORITY: **Incompatible Growth/Use Management**

Action	Location	Agency	Agency Response
Increase burden of proof for additional tax-exempt uses or expansions of existing tax-exempt institutions. (For example, when the percentage of tax-exempt land surpasses a certain percentage (e.g., 30%), burden of proof should be increased).	Georgetown University, MedStar, the International School, Georgetown Visitation, Duke Ellington School, Mt. Vernon campus of George Washington University, the mayoral residence, churches, embassies, and museums	OCFO	The OCFO does not plan to address this action item. For property tax exemptions, the burden of proof is the same for all applicants city-wide, and it meets a rigorous standard. Currently, the District mirrors the IRS regulations for "exempt" organizations. To limit the growth of nonprofits, a policy decision would be required to lift property tax exemptions for all nonprofits. The OCFO and OTR cannot initiate such a policy change.
Tighten standards for nonprofit institutions in order to create disincentives for the establishment or expansion of nonprofit institutions in the Cluster.	Cluster 4	OCFO	The OCFO does not plan to address this action item. For property tax exemptions, the burden of proof is the same for all applicants city-wide, and it meets a rigorous standard. Currently, the District mirrors the IRS regulations for "exempt" organizations. To limit the growth of nonprofits, a policy decision would be required to lift property-tax exemptions for all nonprofits. The OCFO and OTR cannot initiate such a policy change.

4

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified persistent problem areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. These areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a Core Team approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.*

Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several existing schools will serve as a pilot for the new "neighborhood places" model of coordinated, neighborhood-based social services being implemented by the District agencies. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

Other Neighborhood Initiatives
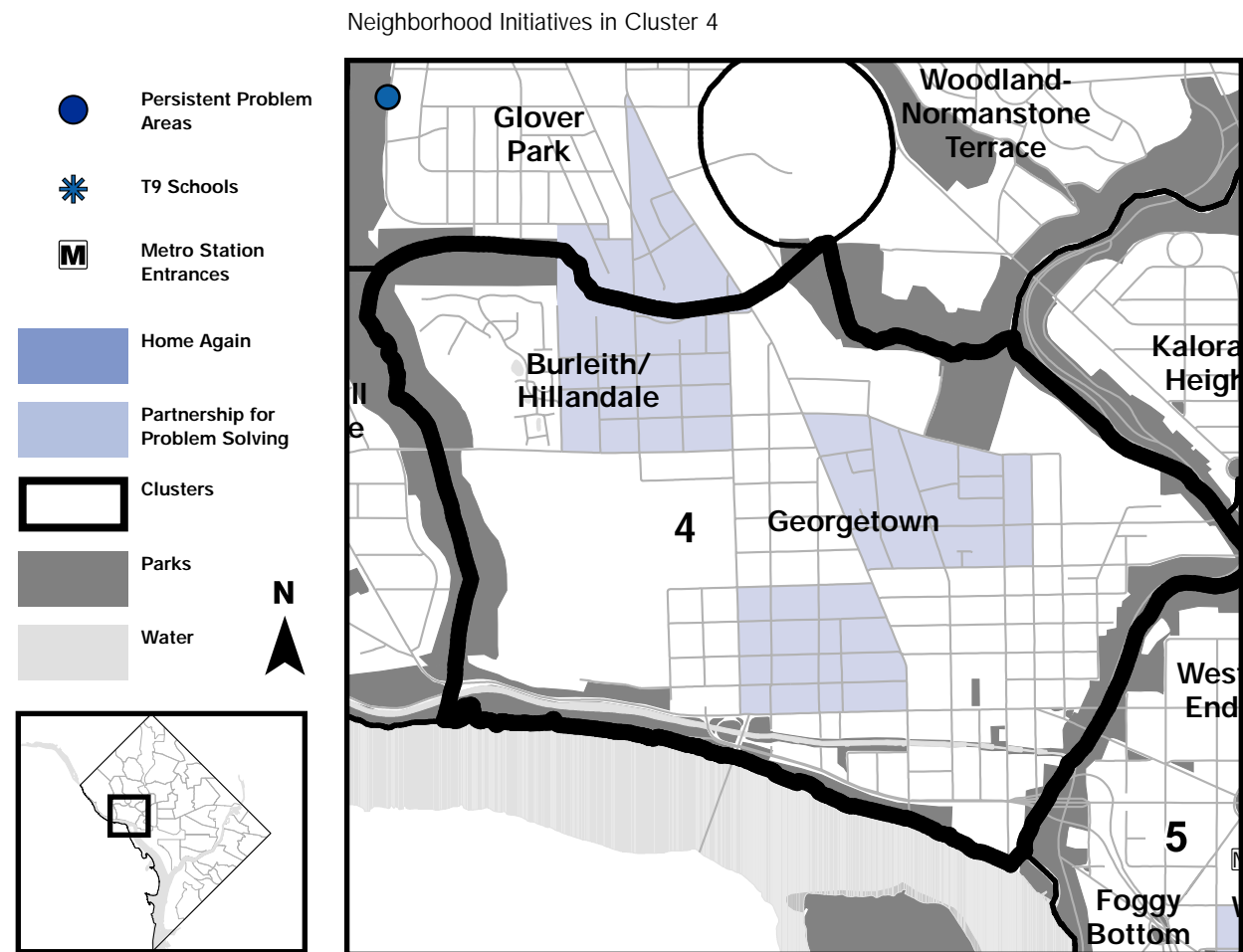
5

Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on the next page depicts the above-mentioned initiatives that are located in your Cluster.

Neighborhood Initiatives in Cluster 4

Legend:
- ● Persistent Problem Areas
- ✳ T9 Schools
- Ⓜ Metro Station Entrances
- ▬ Home Again
- ▬ Partnership for Problem Solving
- ▭ Clusters
- ▬ Parks
- ▬ Water

N ▲

Map labels:
- Glover Park
- Woodland-Normanstone Terrace
- Burleith/Hillandale
- Kalorama Heights
- Georgetown
- 4
- West End
- 5
- Foggy Bottom

5

Neighborhood Service Initiative

The Neighborhood Service Initiative is a partnership between 13 District agencies to identify, prioritize, and solve recurring service delivery problems called Persistent Problem Areas (PPAs). PPAs are unique because there are multiple problems in a specific area that will require solving by multi-agency strategies. Each Ward has one Neighborhood Service Coordinator (NSC), who coordinates the work of District agencies to solve these neighborhood problems. The NSC for Ward 2 is Clark Ray.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specific areas were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of the PPA in Cluster 4.

There is one issue-based PPA in Cluster 4:

Business Compliance

Key problems include education of business owners, enforcement of licensing requirements, and monitoring of appropriate business practices. Accomplishments have included creating a best practice model to help business owners navigate the new Master Business License program, as well as educating business owners on their rights and responsibilities, particularly in the areas of rodent control and sanitation. Future work includes the monitoring of businesses, continued education, regular inspections of identified problem businesses, and increased enforcement.

The NSC, in partnership with District agencies and the community, will continue to work on solving this existing PPA. Each quarter, Neighborhood Services will be considering work on additional PPAs in the Cluster. One of the key factors in this decision is determining whether improvements made to PPAs are being sustained. One of the variables for sustaining these areas is active community involvement, such as participating in regular cleanups, learning about city codes and regulations, keeping an eye on properties, and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing these problems, please call Clark Ray at 202-727-8590.

Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of your Neighborhood Planner

Your Neighborhood Planner will be responsible for implementing several actions in this Ward. During this coming year, Chris Shaheen will work with the Department of Transportation to help coordinate a traffic study in your Cluster, as well as work with residents and municipal agencies to develop plans for Rose Park. He will also be working on improving community participation in the Comprehensive Plan and will continue to support the Neighborhood Service Initiative to help improve services throughout the Ward.

What Happens Now

6

Reference Materials

The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood *Action* website at <www.neighborhoodaction.dc.gov> or at your local library.

Plan:	Date Completed:	Plan Development Led by:
Cluster 4 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government
Georgetown Streetscape Project	2001	Lee and Liu Associates
Rose Park Master Plan	2001	Rhodeside and Harwell, Inc.Cluster 27 Visioning
Cluster 4 Visioning Workshop Summary Report	Summer 2001	DC Government. DC Office of Planning
Evaluation of Traffic Impact Studies for Georgetown University Campus Plan	2000	Hillandale Homeowners Association
Georgetown University Campus Plan, 2000-2010	2000	Georgetown University Cluster 27 Databook
Georgetown Neighborhood Parking Task Force – Final Report	Winter 2000	DC Government, Department of Public Works
Ward 2 Plan	1998	DC Government, DC Office of Planning
City-wide Comprehensive Plan	1998	DC Government, DC Office of Planning
Cluster 4 Databook	Winter 2001	DC Government, DC Office of Planning
Millennium Gift Project	1999	Ehrenkrantz. Eckstut. Kuhn Architects

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration
CAH	Commission on Arts and Humanities
CBO	Community-Based Organization
CDC	Community Development Corporation
CFSA	Child and Family Services Administration
DBFI	Department of Banking and Financial Institutions
DCFD	DC Fire Department
DCHA	DC Housing Administration
DCHFA	DC Housing Finance Authority
DCMC	DC Marketing Center
DCOA	DC Office of Aging
DCOP	DC Office of Personnel
DCPL	DC Public Libraries
DCPS	DC Public Schools
DCRA	Department of Consumer and Regulatory Affairs
DDOT	District Department of Transportation
DHCD	Department of Housing and Community Development
DHS	Department of Human Services
DISR	Department of Insurance and Securities Regulation

DMCYF	Deputy Mayor for Children, Youth, Families, and Elders
DMH	Department of Mental Health
DMPED	Deputy Mayor for Planning and Economic Development
DMPSJ	Deputy Mayor for Public Safety and Justice
DMV	Department of Motor Vehicles
DMO	Deputy Mayor of Operations
DOC	Department of Corrections
DOES	Department of Employment Services
DOH	Department of Health
DPR	Department of Parks and Recreation
DPW	Department of Public Works
EMA	Emergency Management Agency
EOM	Executive Office of the Mayor
FEMS	Fire and Emergency Medical Services
FHA	Federal Housing Administration
IGO	Inspector General's Office
MPD	Metropolitan Police Department
NCRC	National Capital Revitalization Corporation
NPS	National Park Service
NSC	Neighborhood Service Coordinator
NSI	Neighborhood Service Initiative

NSO	Neighborhood Stabilization Officer
NTHP	National Trust for Historic Preservation
OCA	Office of the City Administrator
OCC	Office of Corporation Counsel
OCCC	Office of the Clean City Coordinator
OCFO	Office of the Chief Financial Officer
OCP	Office of Contracting and Procurement
OCTO	Office of the Chief Technology Officer
OLBD	Office of Local Business Development
OP	Office of Planning
OPM	Office of Property Management
OTR	Office of Tax and Revenue
OZ	Office of Zoning
PSA	Police Service Area
TCC	Taxi Cab Commission
UDC	University of the District of Columbia
WASA	DC Water and Sewer Authority
WCCA	Washington Convention Center Authority
WMATA	Washington Metropolitan Area Transit Authority
ZAC	Zoning Advisory Committee
ZC	Zoning Commission

Your District Representatives

Anthony A. Williams
Mayor

Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Kathleen Patterson, Ward 3

Vincent Orange, Ward 5

Kevin Chavous, Ward 7

Harold Brazil, At-Large

Phil Mendelson, At-Large

Jack Evans, Chair Pro Tempore / Ward 2

Adrian Fenty, Ward 4

Sharon Ambrose, Ward 6

Sandra Allen, Ward 8

David Catania, At-Large

Carol Schwartz, At-Large

Elizabeth Elliott, Chair, Advisory
Neighborhood Commission (ANC) 2A

Vincent Micone, Chair, ANC 2B

Leroy Thorpe, Chair, ANC 2C

Peter Pulsifer, Chair, ANC 2E

Leslie Miles, Chair, ANC 2F

Eric Price
Deputy Mayor for Planning and
Economic Development

Carolyn Graham
Deputy Mayor for Children, Youth,
Families, and Elders

Margret Nedelkoff Kellems
Deputy Mayor for Public Safety and Justice

Herb Tillery
Deputy Mayor, Operations

Andrew Altman
Director, Office of Planning

Toni L. Griffin
Deputy Director, Revitalization
and Neighborhood Planning

Ellen McCarthy
Deputy Director, Development
Review and Zoning

Mark Platts
Associate Director, Neighborhood Planning

Julie Wagner
Acting Associate Director,
Neighborhood Planning